



Wilfrid Laurier University Students' Union Meeting of the Board of Directors

Location: Brantford & Waterloo Boardrooms, and Zoom
Date: June 20, 2023
Time: 7:00 PM

The Strategic Ends of the Students' Union

The Organization exists to represent, advocate for, and support the primary stakeholders, the students of Wilfrid Laurier University, and to provide them with a holistic university experience and an enhanced student life. The costs of these benefits will be justified by the results.

In no specific order of priority, students will benefit from:

- An affordable, accessible, and high quality academic experience
- A safe, sustainable, and empowering environment
- Diverse inclusive social interaction
- Products and services that cater to the financial needs of students

Land Acknowledgement

We acknowledge the traditional territory of the Neutral, Anishnawbe and Haudenosaunee people

Start	Duration	Agenda Item	Type	Presenter	Policy Reference
7:00 PM	30 mins	Board Training Session	adm	Chair Abu-Rshaid	
7:30 PM	1 min	Call to Order and Indigenous land acknowledgement	adm	Chari Abu-Rshaid	
7:31 PM	1 min	Regrets	adm	Chair Abu-Rshaid	GP #2c.8
7:32 PM	2 mins	Adoption of Agenda MOTION that the Board of Directors adopt the agenda as presented	D	Chair Abu-Rshaid	
7:34 PM	1 min	Conflict of Interest	adm	Chair Abu-Rshaid	GP #2c.2
7:35 PM	2 mins	Comments from the Chair of the Board & CGO	fi	Chair Abu-Rshaid	
7:37 PM	4 mins	Comments from the President & CEO	fi	President Spenler	
7:41 PM	4 mins	Comments from the Executive Director & COO	fi	ED Champagne	
7:44 PM	3 mins	2023-2024 Executive Succession Plan	fi	President Spenler	EL #2h
7:47 PM	15 mins	Ownership Linkage Committee Update	fd	Chair Abu-Rshaid	GP #2g1
8:02 PM	4 mins	Annual Governance Planning Determine governance and education presentations to book during the 2023-2024 year	fd	Chair Abu-Rshaid	GP #2h
8:06 PM	10mins	Direct Inspection Committee Elections EL #2a - Treatment of Consumers GP #2a - Governance Style	fd	Chair Abu-Rshaid	Gp #2b
8:16 PM	4 mins	Board Vacancy Discussion	D	Chair Abu-Rshaid	
8:20 PM	60 mins	Senate Applicant Election	D	Chair Abu-Rshaid	
9:20 PM	20 mins	In-Camera Session	fd	Chair Abu-Rshaid	
9:40 PM	2 mins	Announcements	fi	Chair Abu-Rshaid	
9:42 PM	4 mins	Action Items Summary	adm	Chair Abu-Rshaid	
9:46 PM	2 mins	Adjournment MOTION that the Board adjourn the June 20, 2023 meeting.	adm	Chair Abu-Rshaid	
Total	2 hours, 48 minutes				

LEGEND:

- fi, For Information
- fd, For Discussion
- D, Decision required
- adm, Administrative task

General Updates: Student Executive

VP, Finance & Volunteer Operations:

- Volunteer hiring wraps up June 15th on both campuses.
- Working with VP:PSW and VP:PSB to plan Coordinator Conference.
- Working with DSE and Presence to set-up the online portion of volunteering training on the Nest this year.
- Working with VP: PSW and VP: PSB to plan their in-person training sessions for O-Week volunteers.

Programming & Services Brantford:

- O-Week is going strong.
- Orientation Program Facilitator is working with O-Team to plan Head Ice Reveal Day
 - Summer Ice Camp and Fall Ice Camp are also in the works.
 - Waiting on final numbers from FVO to start planning out teams.
- Lots of interest about committee coordinators
 - Only need Hawk Team, Food Bank and EcoHawks
 - Meeting with coordinators post-COCA to plan long term goals.
- Re-Vamping Food Security Program with DSI and VP: PSW

Programming & Services Waterloo:

- Working on Orientation Week as always
- Chatting with DSI and VP:PSB about revamping our food security program
- Meeting with Athletics to get ERT into Intramurals
- Working on Move-In logistics with DSE
- AVP:PW doing well at getting O-Team involved with work early.

Government & Stakeholder Relations:

- Elected President of the Ontario Undergraduate Student Alliance.
- Departmental and OUSA annual planning.
- Introductory meetings with campus partners

Clubs & Associations:

- Working to finish club transitions and release finance training before COCA conference.
- Filming a promo video for new club registration.

General Updates: Directors

Director, Finance and Administration:

- WLU Demand Loan has been paid off in full. This loan was paid down years earlier than originally intended due to additional payments over the years made against the principal amount.
- KPMG Audit has been scheduled for mid-August
- Summer renovation projects for the FNCC including the Food Court are being scheduled and planned.

Director, Marketing Communications:

- [O-Week website is live](#); will continue to be updated; working on an official welcome video with Megan S (similar to Shane's video last year) to share at Laurier 101 Summer Kick-off on July 12 and then shared on our website(s) and socials.
- Have connected with Laurier 101 & Laurier External Communications re: Orientation Week marketing using their channels and we will be featured in Laurier 101 email communication to incoming students on July 1 & August 1.

Director, Member Services:

- Working with ICT to get SU Desk Computers updated and lockdown browse loaded on the loaner computers.
- Will be working with Megan L and SVIP on Undergraduate plan marketing for 2023-2024 and what advertising we will do with WLUSP.
- Internal meeting on Undergraduate plan design and possible amendments for 2023-2024 policy year
- Staff H&D Plan Review and meeting with C&C Insurance.
- Transition meetings continue and working on full staff retreat.
- Front office Millwork being delivered and installed Wednesday June 14th.

Director, Policy Research & Advocacy:

- Laurier is raising tuition for new year 1 students in three programs: BBA; BSC & BA Computer Science; and BSc Data Science
 - These increases outside of the general tuition freeze are the result of the province's tuition anomaly process, which permitted universities to apply for up to 3 programs if their existing rates were 15% below the sector average.
 - This tuition rate discrepancy is the result of a limited period of deregulation in the 1990s that allowed some program tuitions and certain institutions to increase significantly.
 - The tuition anomaly program allows for annually increases of up to 7.5% annually until the target rate (average based on select comparators) is reached.
- Tracking developments with the Province of Ontario's Blue-Ribbon Panel on Financial Sustainability in the Post-Secondary Education Sector.
- Supporting departmental annual planning.

Director, Strategic Initiatives:

- Compensation Review ongoing – entering phase 2 with stakeholder feedback & comparator connections.
- Hospitality conversations in One Market continue. SU hospitality team is conceptualizing design elements and we are awaiting updates from University surrounding securing the space, & fire egress considerations.
- Organizational Annual Plan construction is underway. Completion targeted for end of June '23.

Director, Student Experience:

- Orientation Week planning for both campuses is well under way.
- Clubs' reconciliation continues. Most accounts balancing well.
- Working on the Nest data file and solutions to avoid the issues from last summer.
- Move-In Day planning is underway for the Waterloo campus.
 - Construction and new buildings pose new challenges.

****More information related to reports/briefs can be provided at the Board's request****

June 12, 2023

Overview:

As per **EL #2h - Executive Succession**, the President will not allow their absence to adversely impact the Organization by operating without ensuring the continuity of organizational operations through the creation and implementation of a succession plan.

2023-2024 Executive Succession Plan

In any instance where the President and Chief Executive Officer takes an expected or planned absence, the Board will be informed of the duration through the Chair and Chief Governance Officer.

The President and Chief Executive Officer will ensure that the Vice-President Finance and Volunteer Operations is sufficiently informed of the relevant duties; aware of and have a working knowledge of relevant policies, procedures, and agreements; and able to identify the key stakeholders necessary to undertake the daily duties as interim or partial President and Chief Executive Officer.



President and Chief Executive Officer
Megan Spenler

Dear Directors,

The "**Ownership Linkage Committee**" was struck on June 10th, 2023 with a mandate of engaging with the ownership.

Present: Chair Abu-Rshaid, Vice Chair Rubinoff, Directors Spizzirri, Sloan, Corrie, Phillips.

Regrets / Absences: N/A.

We discussed the following:

- The purpose of committee, and goals.
- Vice Chair Rubinoff & Director Corrie named Co-Chairs (Campus-Specific) of committee.
- Directors express approval for continuing the "SU Does That" campaign from the 2022/2023 year. **-Discussion Item**
- Directors discuss revamping the Laurier Votes Instagram into a more formalized "SU Directors" Instagram page. **-Discussion Item**
- Directors discuss and endorse a style of "mentorship" program to attract visibility to the Board, as well illicit interest in individuals running for the next year. **-Discussion Item**
- Discussion of OL events occurring before Board meetings to encourage ownership attendance of Board meetings.
- Discussion of modifying advertising of Board to emphasize interest (e.g., strong resume builder, good for co-op, etc.)
- Promote the SU, and Board through Clubs & Faculty email-blasts (notably around election season).
- Directors dismiss summer events, citing low interest, and availability.
- Directors discuss ideas and opportunities for increasing the marketing abilities of the Board.
- Directors discuss when to meet further: summer - once per month; fall/winter - biweekly, opposing dates from Board meetings.

Action Items:

- Directors & Chair Abu-Rshaid to speak with Clubs & Committees for marketing opportunities, and references (e.g. LMA, Business Design, LazSoc Marketing, etc.). Bring to full board for discussion once directors have some informal responses.
- Ensure the Board is given a position at the Get Involved Fair.
- Rebrand the Laurier Votes Instagram for full-purpose Board of Directors. **-Motion required**

- For discussion, mentorship program (e.g., how it should work, guidelines, etc.) -
Motion required

Recommendation:

I recommend that the Board discuss all items highlighted and decide if the ideas are worth pursuing.

Sincerely,



Recoverable Signature

X Mohammad Abu-Rshaid

Mohammad Abu-Rshaid

Chair of the Board & Chief Governance Officer

Signed by: bb18308e-8b49-4ccf-b290-73ceb3777d78

As an informed and collective agent of the ownership, the Board will provide specific job outputs that ensure appropriate organizational performance.

Accordingly, the Board will:

1. Provide linkage between the organization and the ownership on governance matters;
 - a. With assistance from each Director at least once per applicable term.
2. Develop written governing policies that realistically address the broadest level of all organizational decisions and situations, namely as Ends, Executive Limitations, Governance Processes and Board Management Delegation policies;
 - a. With a review process entailing the Direct Inspection of all active policies;
 - i. Each policy will be reviewed within four years in order to:
 1. Ensure the evidence presented is appropriate and up-to-date;
 2. Ensure that the wording of the policy is sound;
 3. Ensure that the scope of the organization is captured in the policy.
3. Assure successful organizational performance on Ends and Executive Limitations.
4. Assure successful Board performance on Governance Processes and Board Management Delegation policies.

With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.

The President will not:

1. Operate member focused facilities and member focused services that do not:
 - a. measure member satisfaction and usage; or
 - b. provide opportunity for members to submit feedback.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Operate facilities with insufficient accessibility.
4. Operate member focused facilities and member focused services without a clear and well communicated customer service policy.
5. Allow consumers to be unaware of this policy; or
6. Operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

The Board will govern lawfully, observing the principles of the Policy Governance® model, with an emphasis on:

- **Outward vision rather than an internal preoccupation;**
- **Encouragement of diversity in viewpoints;**
- **Strategic leadership more than administrative detail;**
- **Clear distinction of Board and Chief Executive roles;**
- **Collective rather than individual decisions;**
- **Future rather than past or present; and**
- **Proactivity rather than reactivity, especially with policy development.**

More specifically, the Board will:

1. Cultivate a sense of group responsibility.
 - a. The Board will not use the expertise of individual Board members to substitute for the judgment of the Board;
 - b. The Board will only use the expertise of individual Board members for informational purposes.
2. Guide the Organization through the creation and development of broadly written policies that reflect the Board's values and perspectives of the ownership. The Board's major policy focus will be on the intended long-term effects outside the staff organization, not on the administrative means of attaining those effects.
3. Enforce upon itself methods of discipline that provide the means for effective governance. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuance of governance capability.
4. Orient new Board members on the Board's governance processes and continuously improve governance mechanisms.
5. Monitor the Board's process and performance at each meeting. Self-monitoring will be done formally for Governance Process policies and both formally and informally for Board Management Delegations policies.
6. Allow no Officer, individual or Committee of the Board to hinder or be an excuse for not fulfilling group obligations.
7. Be accessible to all members by having no less than two (2) regularly scheduled Board meetings per year in each city that the Students' Union operates.
8. Ensure that regularly scheduled Board meetings involve strategic visioning and/or Ends-Based discussion.
9. Attend to consent agenda items as expeditiously as possible.
10. Ensure that Roberts Rules of Order Newly Revised, 11th Edition is used in the facilitation of Board meetings.

May 23, 2023

Overview

Following the resignation of a Director, the Board has several options when considering whether or not to fill the opening.

Options

- a) **Leave a vacancy:** Article IV, Section 7, subsection “a” of the Students’ Union [constitution](#) allows for the Board to choose not to fill a vacant Director position following a two-thirds majority vote.
- b) **Invite a runner-up:** Article IV, Section 7, subsection “b, I” of the Students’ Union [constitution](#) allows the Board to invite, in order of result, a subsequent runner-up candidate from the last Annual Meeting held to fill the vacant position(s).
- c) **Special Meeting:** Article IV, Section 7, subsection “b, II” of the Students’ Union [constitution](#) allows the Board to call a Special Meeting of the members of the Corporation as soon as prudently possible in order to fill the vacant position(s).
- d) **Board fills vacancy:** Article IV, Section 7, subsection “b, III” of the Students’ Union [constitution](#) allows a quorum of Directors to fill the vacancy;
 - a. This process would involve calling for applications for an election amongst directors.

Considerations

Article IV, Section 7 of the Students’ Union [constitution](#), “The Board of Directors, so long as it is comprised of no fewer than eight Directors, shall continue to have all the legal authority of a complete Board regardless of vacancies.”

Article IV, Section 7, subsection “d” of the Students’ Union [constitution](#) indicates that “any Director elected to fill a vacancy shall hold office for the remainder of the term of office of the Director who’s Directorship was vacant.